



THE 2022 BAHM CASE COMPETITION— A GLOBAL EVENT

Hosted by  **Baylor University**
HANKAMER SCHOOL OF BUSINESS
Robbins Institute for Health Policy and Leadership



Welcome and Introductions

Forest S. Kim, PhD, FACHE

Clinical Associate Professor and Program Director

Robbins MBA in Healthcare

Robbins Institute for Health Policy & Leadership

Hankamer School of Business | Baylor University

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Agenda

Welcome and Introductions	Forest Kim
Competition Background	Kirsten Gallagher & Magda Rosenmöller
2022 Competition Overview	Forest Kim
Case Presentation & Q&A	Neil Fleming and Forest Kim
Team Breakouts	Magda Rosenmöller
Q&A and Closing Remarks	Forest Kim & Magda Rosenmöller

Remembering Will Mitchell



Rotman School of Management
UNIVERSITY OF TORONTO

Will Mitchell

Anthony S. Fell Chair in New Technologies and Commercialization

Professor of Strategic Management

Co-academic Director of the Global Executive MBA in Healthcare and the Life Sciences

Degrees: PhD, University of California, Berkeley
BBA (Hons.), Simon Fraser University

Email: [Send an email to Will Mitchell](#)

Personal Website: <http://www.rotman.utoronto.ca/william.mitchell/>

 [Download Curriculum Vitae](#)

Will Mitchell

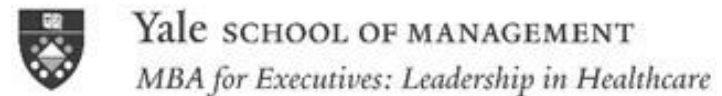
Rotman School of Management, University of Toronto



BAHM CC 2022: 80 Students, 20 Teams, 17 Participating Schools



Boston University Questrom School of Business



Competition Background

Kirsten Gallagher
Managing Director, BAHM

Magda Rosenmöller, MD, PhD, MBA
Senior Lecturer of Production, Technology and Operations Management
Center for Research in Healthcare Innovation Management (CRHIM)
IESE Business School

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A Few BAHM Facts & Figures

- Formed 11 years ago with 7 U.S. schools. Today: **21 members** across the **U.S., Canada, Latin America, Europe, Africa, and India**
- **Our Mission:** To advance **business school-based health management education, scholarship, and thought leadership** in the global health sector
- Publisher of ***Health Management, Policy & Innovation, or HMPI.org***, featuring articles by scholars and practitioners on healthcare policy and business decision-making
- Membership focus of global research and academic collaborations; promotion of members' health management expertise; **networking and learning opportunities**

 **Annual case competition: a core component of BAHM's mission**

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Competition History

- Launched in 2011 – opportunity for students to solve a business challenge
- Different member school hosts – defines topic and format, selects judges, etc.
- 2020 – BU Questrom moved to a virtual event due to pandemic
- 2021 – First virtual **global** event with record number of participating schools
 - International hosts and partners: IESE, ISB, INCAE, Strathmore & Wharton
 - “Campus” teams plus “International” teams

Case Competition Hosts and Topics

April 2021: IESE, Strathmore & Wharton
Telehealth Business Models in Underserved Communities

March 2020: BU Questrom

*Expanding Precision Medical Care
via Business-Based Technology*

Feb. 2019: HBS

*Influencing Healthy Behaviors in
Low-Income Communities*

March 2018: Univ. of Miami

*Opiates – A Public Health
Emergency*

March 2017: UC Berkeley

*President-Elect Trump & The
Future of Healthcare Reform*

April 2016: Univ. of Minn.

*Innovation in Healthcare (early
stage medical industry innovation)*

April 2015: CU Denver

*Innovation in the Delivery of
Health Care Services*

April 2014: Vanderbilt

*Creating Real Value from Health
Care Information*

April 2013: HBS

*School Entrepreneurship in Global
Health*

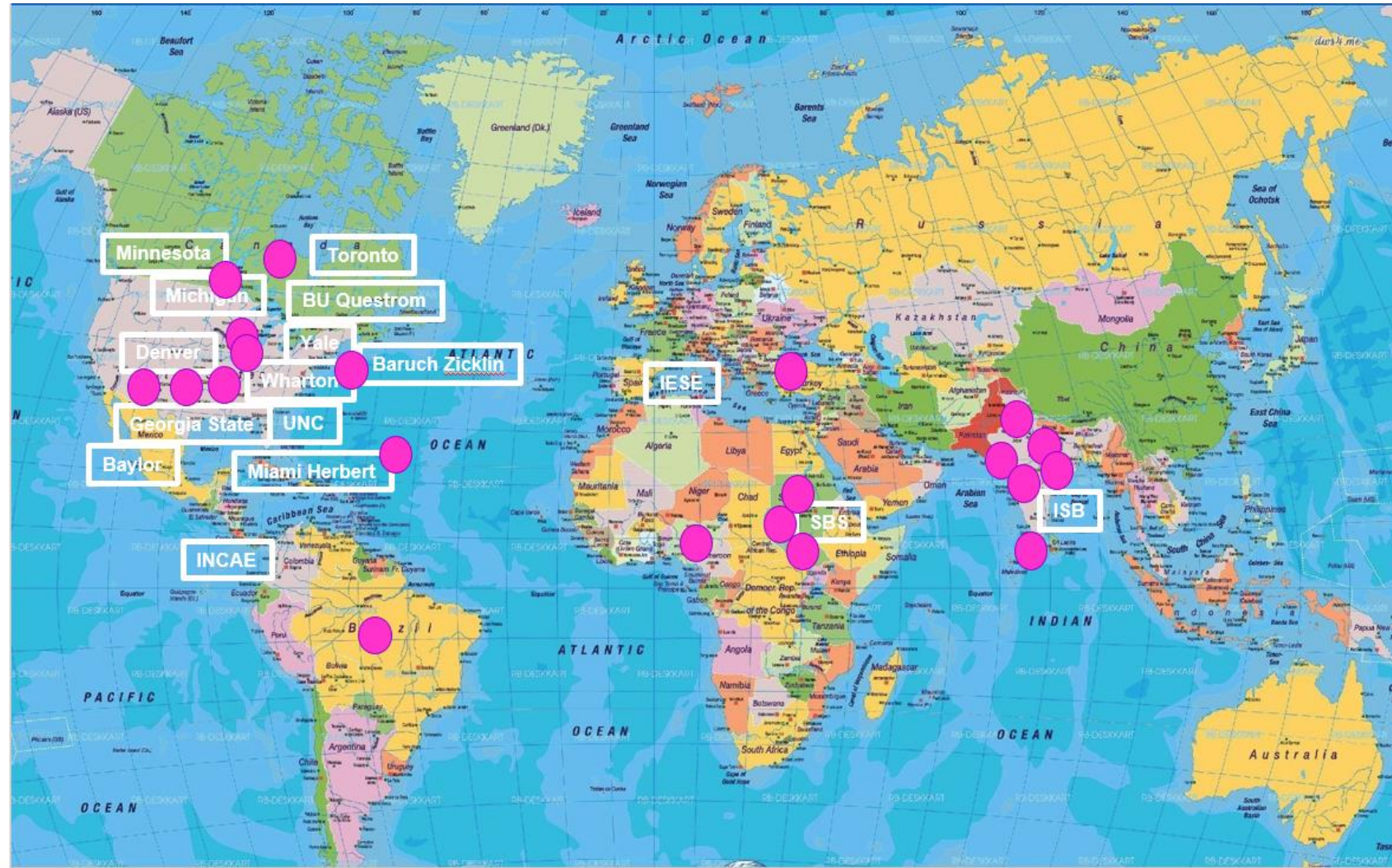
Nov. 2012: Duke

*Alzheimer's and Brain Health
Competition*

April 2011: Northwestern

*Health Services Business Plan
Competition*

BAHM Case Competition 2021



Location of **participating Schools**

● Location of **Case Studies**

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2022 Competition Overview

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2022 Case Prompt



Neil Fleming, PhD

Clinical Professor of Health Services Research
Robbins Institute for Health Policy & Leadership
Hankamer School of Business | Baylor University

2022 Case Prompt

1. Site selection – describe location and reasons for selection; current health services offered
2. Features of your hospital of the future – patients served, services provided, reimbursement, financial analysis (e.g., NPV)
3. Description of providers – recruitment strategy, performance evaluation
4. Community/population health – strategies included, evaluation measures

2022 Case Prompt

5. Innovations employed – describe innovation and alignment using Six Factors model
6. Top management – description, recruitment and retainment strategy
7. Environmental, social, and governance (ESG) considerations
8. Implementation milestones and marketing plan

2022 Case Prompt

Environmental

Waste & Pollution, Resource Depletion, Greenhouse Gas Emission, Deforestation, Climate Change

Social

Employee Relations & Diversity, Working Conditions, Local Communities, Health & Safety, Conflict

Governance

Tax Strategy, Executive Remuneration, Donations & Political Lobbying, Corruption & Bribery, Board Diversity & Structure

Suggested Reading:

Diffusion of Global Innovation in Health Care: How to make it happen

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Diffusion of Global Innovations in Health Care: How to Make It Happen

Regina E. Herzlinger, Harvard Business School, and Kevin A. Schulman, MD, Duke University School of Medicine

Contact: Regina E. Herzlinger, rherzlinger@hbs.edu

Regina E. Herzlinger is the Nancy R. McPherson Professor of Business Administration at the Harvard Business School. She was the first woman to be tenured and chaired at Harvard Business School and the first to serve on many established and start up corporate health care /medical technology boards.



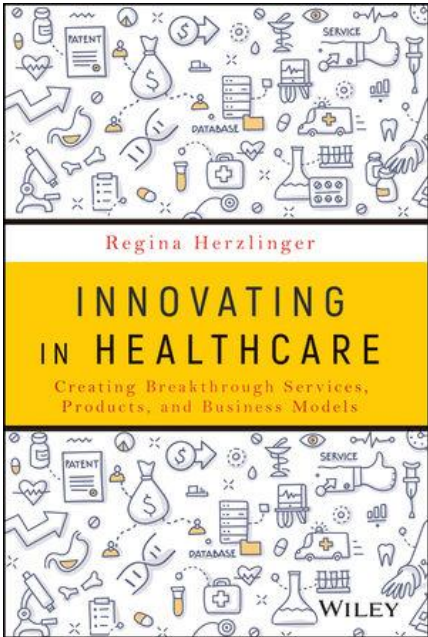
Prof. Regina Herzlinger, HBS



Prof. Kevin Schulman, Stanford



Six Factor Framework



Regina Herzlinger, HBS

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Figure 1. The Six Factor Analysis

<p>Structure</p>	<p>Who are the friends and foes of your innovation?</p>
<p>Finance</p>	<p>How is health care paid for (self-pay, insurance, public payment)? How will the new innovation be financed?</p>
<p>Accountability</p>	<p>What measures of performance/outcome are required/considered for the innovation? How are these measures meaningful to consumers, providers, insurers, or policy makers?</p>
<p>Consumer</p>	<p>How does the consumer perceive the value of the innovation?</p>
<p>Public Policy</p>	<p>What are the policy and regulatory environments for this innovation? Can incumbents use these policies to block/support the concept?</p>
<p>Technology</p>	<p>How will technology be used within the innovation? (Note: a technology innovation needs to be examined more specifically).</p>
<p>Reprinted from: Herzlinger R., et al. DIFFUSION OF GLOBAL INNOVATIONS IN HEALTH CARE: HOW TO MAKE IT HAPPEN. Health Policy, Management and Innovation. January, 2017</p>	

Awards

- **First Place** \$10,000 (or \$11,000 for an international team)
- **Second Place** \$5,000 (or \$6,000 for an international team)
- **Third Place** \$2,500 (or \$3,500 for an international team)
- **Fourth Place*** \$1,000 (or \$2,000 for an international team)
- **International Judges Award*** \$1,000 (or \$2,000 for an international team)

*Change from last year's awards

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Key Dates

- **January 21, 2022** Detailed Competition Schedule and Instructions distributed
- **February 3, 2022*** Case Question and Answer Session (virtual meeting)
- **March 25, 2022** Case submission deadline (presentation slides, one-page executive summary, video recording (used as back-up))
- **April 7 & 8, 2022** 2022 BAHM Case Competition (in-person and synchronous virtual presentations)

*Please note that this is a change from what was presented

2022 Program Teams

University	Program Director	Student 1	Student 2	Student 3	Student 4
Baylor University	Forest Kim	Stephanie Dodgeon	Cholan Wijekumar	Joseph Spear	
Boston University	Ned Rimer	Evan Piccirillo	Lucia Ryll	Christina Young	Leah Levine
Georgia State University	Marie Cameron	Sonali Naik	Renas Yaseen	TBD	TBD
Harvard University	Frank Sutter	McKinley Crisp	Ala Mahmoud	Alicia Corwin	Alice Zhang
IESE Business School	Magda Rosenmoller	Andrea Castellano	Andrea Conde de Rafael	Sara Martinez Gutierrez	Immaculada Mesa Ruiz
INCAE Business School	Andrea Prado	Marie Fe Gonzales Santisteban	Gabriel Ortega Jouvin	Gustavo Behrens	Roberto Valladares Trampe
Indian School of Business	Sowmya Shashidhara	Jyotiprava Pattanaik	Bikash Sahu	Sriram Chavali	Praveen Gopan
Johns Hopkins	Bonnie Robeson	Ana Longo Colon	Jiahan Wu	Spriha Modi	Yuchiao (Bruce) Lin
Strathmore University	Ben Ngoye	Kanaan Dave	Charlotte Pahe	Vinita Saini	Josephine Ohas
University of Miami	Steven Ullmann	Nicholas Schiller	Yingyot Arora	Andrew Sama	Jazlyn Merida
University of Minnesota	Jessica Haupt	Ikram Khan	Yu-Hsiang Hung	Adam Beck	Erin Green
University of North Carolina	Markus Saba	Sarah Langston	Chloe He	Thomas Watson	Malcolm Chapman
University of Pennsylvania	Ingrid Nembhard	Dock Winston	TBD	TBD	TBD
University of Toronto	Rosemary Hannam	David Guo	Jenny Jiang	Patricia Borlinic	
Yale University	Howard Foreman	Hargobind Khalsa	Jacob Eisner	Xuanting Tang	Joseph Johnnie

2022 Joint International Teams

Team Number	First Name	Last Name	University	School
1	Mythili	Tummalapalli	Boston	Questrom School of Business
1	Enrique	Alvarez De Cienfuegos Ayor	Boston	Questrom School of Business
1	Sudhakar	Singh	ISB	Indian School of Business
1	Karun	Singla	ISB	Indian School of Business
2	Heather	Kennedy	U of Colorado Denver	U of Colorado Denver
2	Daniel	Adams	U of Colorado Denver	U of Colorado Denver
2	Jaiman	Sharma	ISB	Indian School of Business
2	Raghavendra	Kumar Gudla	ISB	Indian School of Business
3	Nikki	Van Teijlingen Bakker	IESE	IESE
3	Krushank	Shah	IESE	IESE
3	Swetha	Rajagopala	Emery	Goizueta Business School
3	Rebecca	Kunau	Harvard	Harvard Business School
4	Piyush	Mediratta	IESE	IESE
4	Susan	Macharia	Strathmore	Strathmore
4	Eva	Hale	Miami	Herbert Business School
4	Dylan	Treger	Miami	Herbert Business School
5	TBD		Pennsylvania	Wharton School of Business
5	TBD		Pennsylvania	Wharton School of Business
5	Shipla	V	ISB	Indian School of Business
5	Anupama	Srikonda	ISB	Indian School of Business

Welcome!



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